

TECHNOLOGY TODAY

Full Results of Survey on Cash Management Profitability

By TOM FERRIS

Which cash management products are most profitable? How closely do banks track earnings — or losses — from individual operating services? What marketing strategies do the Top 100 banks have for noncredit products?

The *American Banker* sought answers to those questions in its first survey on the profitability of operating services. The key findings were published in a special cash management edition on Sept. 5. Today the *American Banker* presents the full results.

The survey was mailed in July to the 100 largest banks with cash management departments. Bank size was based on the level of deposits.

The two-page questionnaire was returned by 64 banks, including 15 in the top 25. Six of the 10 largest institutions participated. Respondents were required to identify themselves, but

were told that only aggregate figures would be published.

Participants were instructed to include the value of bank-retained float and compensating balances in determining the profitability of services.

In some cases where more than one answer was given to a question, the response was weighted proportionately so that the reply of each bank counted equally. Percentages were rounded off.

Here are the results, listed in three categories: overall, top 25 banks, and banks ranked 26 to 100 in size.

1. To which function does your cash management department report within your bank?

	Overall (%)	Top 25 (%)	26-100 (%)
Lending	58	53	60
Operations	13	20	11
Other	29	27	30
Sample:	62	15	47

2. For accounting and reporting purposes, how is your cash management department regarded within the bank?

	Overall (%)	Top 25 (%)	26-100 (%)
Cost center	53	60	51
Profit center	16	13	16
"Shadow" profit center	31	27	33
Sample:	64	15	49

3. Over the past year, have expenditures for cash management sales and marketing at your bank:

	Overall (%)	Top 25 (%)	26-100 (%)
Increased more than 10%	60	50	63
Increased 1% to 10%	31	43	27
Remained the same	6	0	8
Decreased 1% to 10%	0	0	0
Decreased more than 10%	2	7	0
Don't know	2	0	2
Sample:	62	14	48

4. Over the past year, have expenditures for cash management product development at your bank:

	Overall (%)	Top 25 (%)	26-100 (%)
Increased more than 10%	59	67	57
Increased 1% to 10%	22	33	18
Remained the same	14	0	18
Decreased 1% to 10%	2	0	2
Decreased more than 10%	0	0	0
Don't know	3	0	4
Sample:	64	15	49

5. Overall, are the cash management services that your bank offers directly profitable (including value of bank-retained float and compensating balances)?

	Overall (%)	Top 25 (%)	26-100 (%)
Yes	91	100	88
No	0	0	0
Don't know	9	0	12
Sample:	64	15	49

6. Does your bank's accounting system track the profitability of individual cash management services?

	Overall (%)	Top 25 (%)	26-100 (%)
Yes	58	93	47
No	42	7	53
Sample:	64	15	49

7. Which cash management service will your bank spend the most money on marketing in the next 12 months?

	Overall (%)	Top 25 (%)	26-100 (%)
Lockbox	31	18	38
Treasury workstation	30	42	26
ACH	17	17	17
Balance reporting	12	14	11
Other	10	9	10
Sample:	52	12	40

8. Which cash management service had the highest gross profit margin at your bank in the last year?

	Overall (%)	Top 25 (%)	26-100 (%)
Controlled disbursement	29	23	32
Wire transfer	18	8	23
Lockbox	11	8	13
Balance reporting	11	12	10
Account reconciliation	11	19	7
Corporate checking	8	15	5
Zero-balance account	8	8	8
Other	4	8	2
Sample:	42	13	29

9. Which service generated the highest net profit in 1984?

	Overall (%)	Top 25 (%)	26-100 (%)
Wire transfer	27	8	34
Controlled disbursement	26	13	32
Account reconciliation	19	37	11
Balance reporting	10	17	7
Lockbox	8	17	4
Corporate checking	7	8	7
Other	3	0	4
Sample:	41	12	29

10. What is the primary reason why your bank offers ACH applications?

	Overall (%)	Top 25 (%)	26-100 (%)
For profit potential	37	26	40
To develop other business	35	44	32
To enhance bank's image	13	10	14
Competition offers it	5	0	7
Other	11	20	7
Sample:	63	15	48

11. What is the primary reason why your bank offers consulting?

	Overall (%)	Top 25 (%)	26-100 (%)
To develop other business	54	39	58
To enhance bank's image	34	50	29
For profit potential	9	11	8
Other	3	0	5
Sample:	37	9	28

12. What is the primary reason why your bank offers treasury workstations?

	Overall (%)	Top 25 (%)	26-100 (%)
To enhance bank's image	38	18	45
For profit potential	24	50	14

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TECHNOLOGY TODAY

On-Line Services

TOP 300 IN VIDEO BANKING: Thirty of the top 300 banks in the country say they are involved in video banking, and another 31 plan to get into it.

The numbers come from the responses to questions on the form that the statistics department of the *American Banker* sent to the largest banks in its midyear survey of the top 300 (Aug. 23, page 1).

Of the top 300 banks, 266 responded to the question. Of the 30 that said they are in video banking, 12 are in full operation, 15 have pilot tests, and three did not answer.

Among the 236 banks that are not in video banking, 31 said they plan to get into it, 171 do not plan it, and 64 did not respond.

TELESCAN PRICE CHANGES: Telescan Inc. has slashed from \$395 to

\$49.95 the entry fee for its stock analysis software but raised connect charges from \$10 to \$30 an hour in prime time and \$5 to \$15 an hour in nonprime time.

The firm, located at 11011 Richmond Ave., Suite 600, Houston, Tex. 77042 (telephone: 713-952-1060), provides technical and fundamental analysis from a data base of 12 years of historical price and volume history of all New York Stock Exchange and American Stock Exchange issues and most NASDAQ issues. It displays the data in graph form in seconds.

In its announcement of price changes, Telescan said it is negotiating with two major securities firms and a major discount broker to supply the Telescan Analyzer to their brokers and clients.

The system requires an IBM PC, AT, XT, jr., or 100% compatible machines. They must have double-sided disk drives, 256K of memory, the IBM Color Graphics Adapter Board or Hercules Monochrome Graphics board, 1,200 baud Hayes Smartmodem or compatible, and the MS-DOS 2.1 operating system or higher.

Derek Hoggett, Telescan president, said in the announcement that two factors influenced the price changes.

"Significant cost reductions, due to computer hardware advances and an increased subscriber base, enable us to offer an inexpensive sophisticated program to the untapped but enormous individual investor market," he said.

"Up to now, software has been too complicated and too expensive for the home market."

INVESTEXT ON DOW JONES: The Investext data base of investment research now is accessible to users of the Dow Jones News/Retrieval service.

Business Research Corp., Boston, operates Investext, an on-line service supplying the full text of research reports on more than 3,000 companies written by analysts at more than 30 brokerage houses and other institutions.

The service is accessible directly by Tymnet or Uninet, or by gateway from four other on-line systems besides Dow Jones. They are SI/BRC, Dialog, News-Net, and The Source.

Through Dow Jones News/Retrieval, connect charges at 1,200 baud are \$2.40 a minute in prime time from 6 a.m. to 6 p.m. eastern time on business days and \$1.60 a minute in nonprime time from 6:01 p.m. to 4 a.m. At 300 baud, charges are halved. Volume discounts are available.

UNIFIED FUNDS AND ACH: Unified Management Corp., Indianapolis, whose Unisave customers can enter brokerage orders on line, has made automated clearing house transfers available for all its mutual funds, whether bond, equity, or money market. Previously, only holders in Liquid Green Trust and Liquid Green Tax-Free Trust, its two money funds, could order purchases and redemptions, with cash transfers into and out of accounts at their own banks.

STRATEGIC PLANNING PROGRAM: A Knoxville data base of financial and demographic information on 40,000 federally insured institutions and a set of analysis programs has gone on line under the name FASTT for Financial Analytical Systems Through Technology.

The vendor is Ralph E. Newman Jr. & Associates, Suite 1400, 531 South Gay St., Knoxville, Tenn. 37902. It says FASTT runs on a standard terminal or personal computer.

— David O. Tyson

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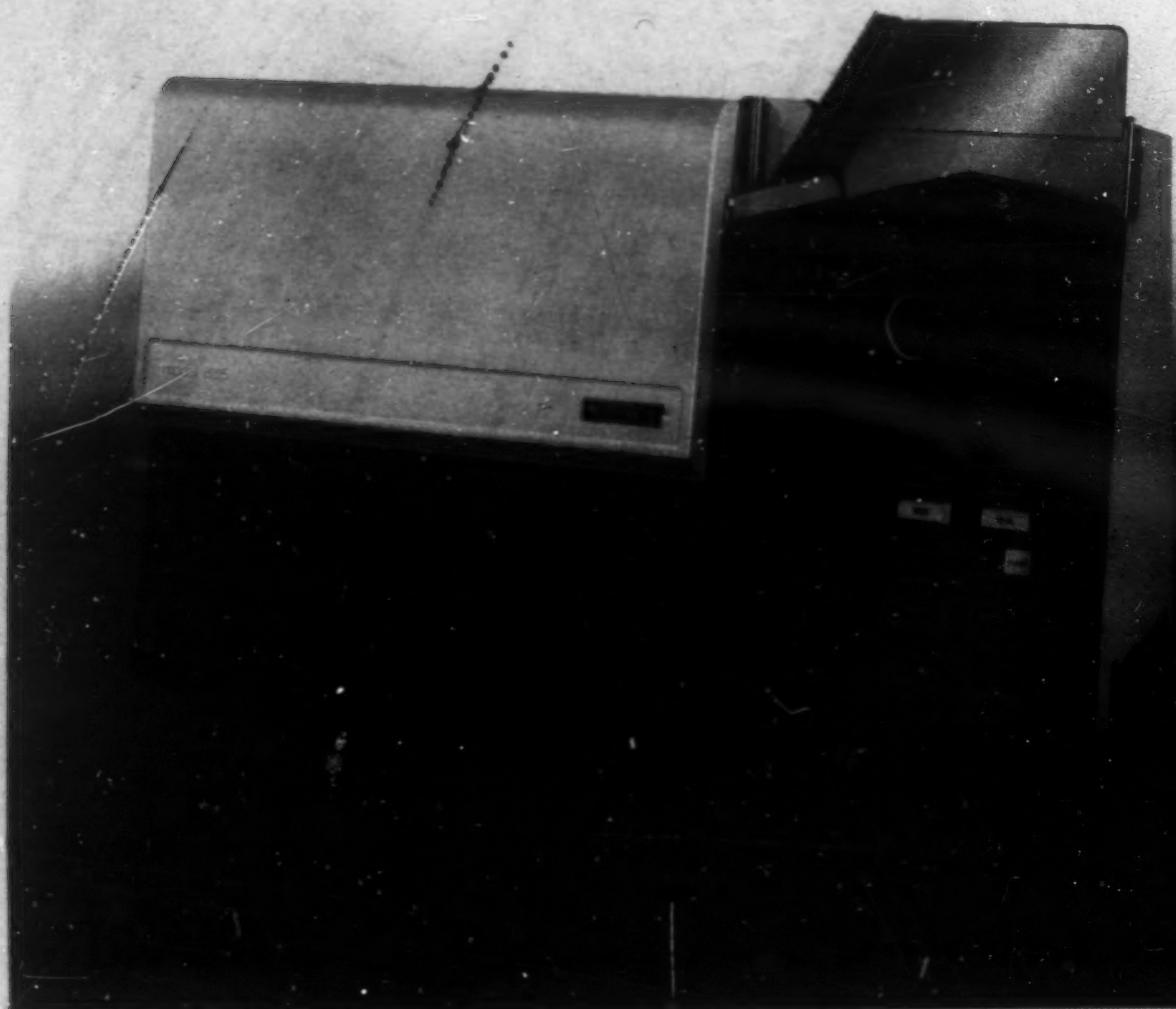
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Survey . . .

Continued from Page 20

To develop other business	25	32	23
Competition offers it	10	0	13
Other	3	0	4
Sample:	41	11	30

13. What is the primary reason why your bank offers wholesale lockbox?

	Overall (%)	Top 25 (%)	26-100 (%)
For profit potential	51	49	51
To develop other business	41	41	41
Other	8	10	7
Sample:	63	15	48

14. What is the primary reason why your bank offers controlled disbursement?

	Overall (%)	Top 25 (%)	26-100 (%)
For profit potential	64	64	64
To develop other business	23	19	24
Other	13	17	12
Sample:	60	15	45

Indiana Merger Seminar Will Be Held in 3 Cities

NEW YORK — A seminar on the new merger and acquisition environment in Indiana will be held this month in three Indiana cities.

Indiana recently changed its banking statutes to permit bank holding companies to expand outside of their home counties for the first time and to allow interstate banking on a regional basis.

The seminar, which is sponsored by the accounting firm of Deloitte Haskins & Sells, will be held Sept. 24 in Indianapolis, Sept. 25 in South Bend, and Sept. 26 in Evansville.

COMMENTS/RANDOM THOUGHTS

by Sanford Rose

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150th Year

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Quote

It's true we've got a lot of customers. But we don't have the same advantage as Sears Roebuck, where people browse. When people start browsing in a bank, they look very suspicious.

William F. Evenson, president of Bank of Virginia Insurance Agency. [1]

Unquote

Banks and Insurance: Costlier than It Looks

By LYNN BRENNER

NEW YORK — It's easy to see why so many bankers and insurers are seized with the idea of teaming up to market insurance to bank customers. Insurers need a lower-cost distribution system as much as banks need substantial fee income.



On paper, selling insurance to bank customers answers both needs. But in fact, merely putting a bank and an insurance agency or company together doesn't create an efficient, cost-effective mechanism for insurance distribution.

Judging by real-life experience to date, just breaking even — whether in a joint venture or with an insurance subsidiary — takes much more time, money, and hard work than most strategic planners in either industry anticipate.

Most such experiments don't break even until 18 months

to three years after inception, according to bankers and insurance executives speaking at a recent seminar sponsored by the Risk Planning Group, a division of Tillinghast Nelson & Warren Inc., a consulting and actuarial firm.

During that time, they rack up big bills. In its first year, for instance, Bank of America's venture with the Capital Holding Corp. has cost "millions of dollars," said Edward J. Blackburn, an executive officer with the Bank of America insurance group. The venture has yet to break even.

Hawkeye Insurance Services Inc., a subsidiary of the Iowa-based Hawkeye Bancorp. and another pioneer in the field, expects to make its first, modest profit in three years in 1985, according to its president, Terrence J. Montgomery. Last year, the insurance operation lost about \$1.2 million and wrote off \$350,000 in bad debt.

"Last year, we were borrowing \$1 million a month to pay

Insurance: Page 31

Mergers Rejigger Lineup of the Biggest Banking Firms

Primary Capital Growth Meanwhile Pushes Up Capital-to-Assets Ratios At Largest Bank Holding Companies

By L. MICHAEL CACACE

NEW YORK — Interstate mergers, which have accelerated in the last year, have altered considerably the lineup of the top 50 bank holding companies, a new listing published by the American Banker today shows.

Other American Banker data show that growth in primary capital continues to outpace the growth in assets at the large banking companies, pushing up the primary capital-to-assets ratios of these firms.

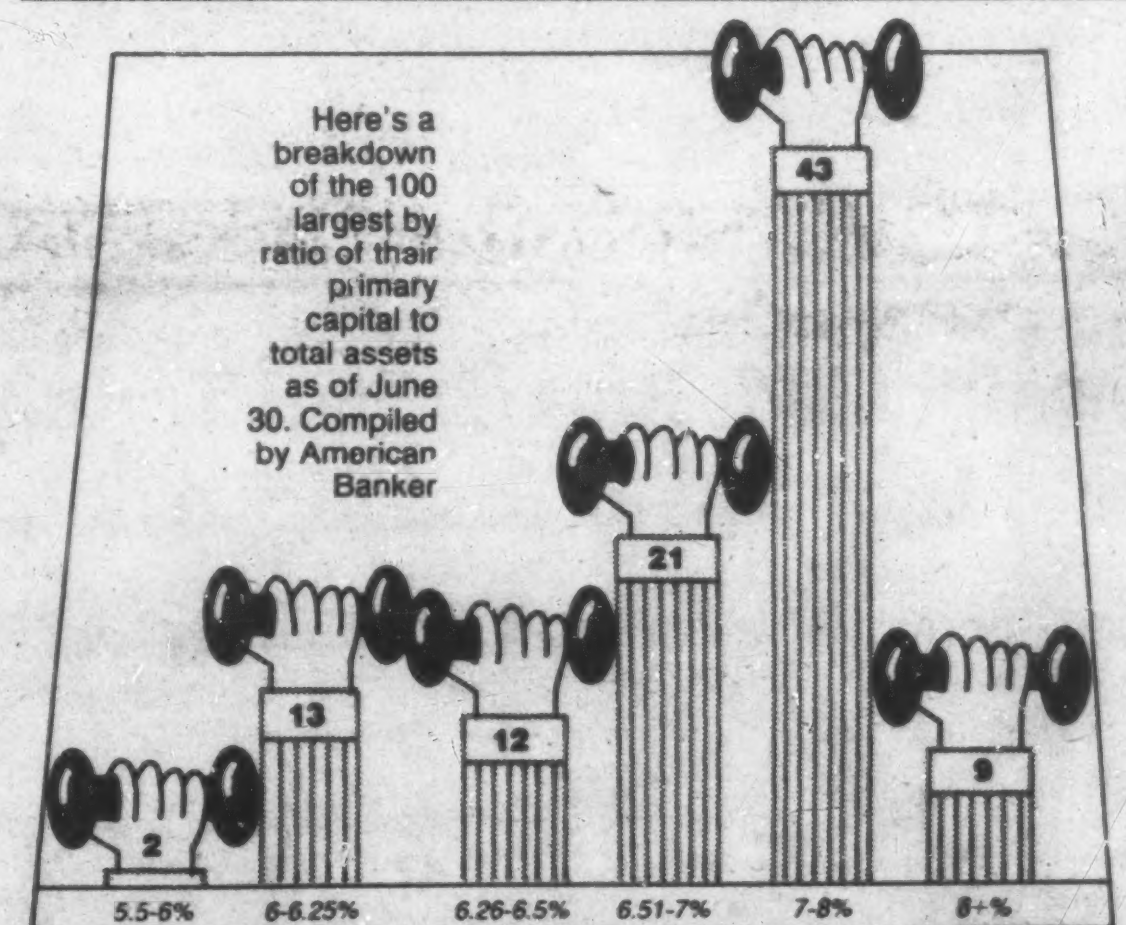
For the first time, two regionals have entered the ranks of the bank holding companies with assets of more than \$14 billion. And another interstate deal helped boost the ranking of one of the nation's top banking firms. These companies are: SunTrust Banks Inc. of Atlanta, the Bank of New England Corp. of Boston, and the Bank of Boston Corp.

• SunTrust Banks is a new company, formed when SunBanks Inc. of Orlando, Fla. — a \$9.4 billion-asset company that ranked 37th in assets on Dec. 31, 1984 — merged with the Atlanta-based Trust Company of Georgia — a \$6.2 billion-asset company that ranked 62nd at yearend. SunTrust began operations on July 1, but based on pro forma data, the company ranked 27th in assets with \$16.3 billion on June 30; 24th in primary capital with \$1.3 billion at midyear; and 12th in first-half earnings with \$89.8 million. In addition, its primary capital-to-assets ratio of 8.04% was ninth best among the top 100 firms.

• The Bank of New England Corp. acquired the CBT Corp. of Hartford, Conn., on June 14. As a result of this merger, Bank of New England joined the ranks of the nation's top 30 banking companies. It ranked 30th at midyear, with assets of \$14.2 billion. On Dec. 31, 1984, Bank of New England ranked 58th in assets, with \$6.75 billion, and CBT was 55th with \$6.86 billion in assets.

• The Bank of Boston Corp. also acquired a Connecticut banking firm, the \$1.2 billion-asset Colonial Bancorp. of Waterbury, on June 20. This acquisition helped the Bank of Boston move up one notch in the rankings to 15th

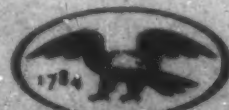
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Capital Strength of Top 100 Banking Firms in Assets

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Top 100 Bank Holding Companies

In Order of Total Assets on June 30, 1985, Compared with Dec. 31, 1984

(Dollar Amounts in Millions) Copyright American Banker 1985

				June 30, 1985															
Asset Rank				Total Assets		Total Deposits		Domestic Banks Controlled		Domestic Bank Branches		Primary Capital		Total Capital		Ratio of Prim. Cap. to Tot. Assets		Net Income First Half 1985	
6/30/85	12/31/84			6/30/85	12/31/84	6/30/85	12/31/84	6/30/85	12/31/84	6/30/85	6/30/85	6/30/85	6/30/85	6/30/85	6/30/85	6/30/85	6/30/85	6/30/85	6/30/85
1	1	Citicorp, New York		159,580	150,586	97,082	90,349	7	340	9,733.0	13,165.0	6.10	528.0						
2	2	BankAmerica Corp., San Francisco		120,553	117,680	95,466	94,048	2	1,103	7,475.0	8,868.0	6.20	(224.0)						
3	3	Chase Manhattan Corp., New York		86,329	86,683	59,786	59,680	3	327	5,783.0	7,629.0	6.70	264.7						
4	4	Manufacturers Hanover Corp., New York		75,948	75,714	45,363	44,206	3	209	4,648.1	7,639.6	6.12	198.7						
5	5	J.P. Morgan & Co., Inc., New York		63,831	64,126	38,573	38,760	2	5	4,918.0	5,470.0(a)	7.70	322.0						
6	6	Chemical New York Corp.		57,327	52,236	35,355	33,698	3	270	3,764.0	4,504.4	6.57	197.0						
7	7	Security Pacific Corp., Los Angeles		47,874	46,117	31,222	31,006	1	643	3,089.0	3,444.0	6.45	152.7						
8	8	First Interstate Bancorp., Los Angeles		46,784	45,544	33,928	33,604	22	952	2,905.0	3,900.0	6.21	148.2						
9	9	Bankers Trust New York Corp.		43,927	45,208	23,921	25,559	1	6	3,053.0	3,596.0	6.95	179.8						
10	10	First Chicago Corp. (b)		39,922	39,846	28,225	28,592	5	0	2,520.0	N.A.	6.31	48.4						
11	11	Mellon Bank Corp., Pittsburgh		30,529	30,603	18,715	18,997	5	307	2,151.0	2,585.8	7.05	109.7						
12	13	Wells Fargo & Co., San Francisco		29,212	28,184	19,454	20,201	1	314	2,022.0	3,665.1	6.92	92.4						
13	12	Continental Illinois Corp., Chicago		29,178	30,413	16,387	15,056	3	0	2,212.0	2,896.0	7.58	76.6						
14	14	First Ban. System, Inc., Minneapolis		24,421	22,438	15,484	14,782	78	148	1,530.2	1,798.1	6.27	79.0						
15	16	Bank of Boston Corp. (c)		24,286	22,079	16,490	15,258	8	245	1,678.8	2,004.8	6.91	83.5						
16	17	Marine Midland Banks, Inc., Buffalo, N.Y.		22,419	22,056	15,302	15,691	2	297	1,601.5	1,968.9	7.14	54.4						
17	15	Crocker National Corp., San Francisco		22,161	22,322	16,150	18,015	1	325	1,436.1	1,588.3	6.50	18.2						
18	19	RepublicBank Corp., Dallas		22,130	21,595	15,536	15,600	38	0	1,385.8	1,827.8	6.26	70.9						
19	23	Irving Bank Corp., New York		22,105	18,982	12,864	13,447	14	138	1,329.7	1,696.4	6.02	58.7						
20	18	InterFirst Corp., Dallas		21,846	21,617	17,329	17,211	68	0	1,449.0	1,776.0	6.63	31.2						
21	22	MCorp, Dallas		21,017	20,697	16,052	16,585	63	0	1,305.0	1,584.0	6.21	71.1						
22	20	Norwest Corp., Minneapolis		19,661	21,346	13,802	14,615	81	227	1,477.0	2,294.0	7.51	58.6						
23	21	Texas Commerce Bancshares, Inc., Houston		19,579	20,732	14,074	14,481	69	0	1,391.0	1,571.0	7.10	60.3						
24	25	NCNB Corp., Charlotte, N.C.		16,900	15,679	11,701	11,311	2	472	1,072.1	1,294.5	6.34	71.0						
25	27	PNC Financial Corp., Pittsburgh (d)		16,701	14,870	10,649	8,976	4	243	1,312.4	N.A.	7.86	89.0						
26	24	First City Bancorporation of Texas, Inc., Houston		16,671	17,319	12,669	13,033	63	0	1,284.9	1,432.7	7.71	21.3						
27		SunTrust Banks, Inc., Atlanta (e)		16,292		13,251		45	363	1,309.6	1,378.7	8.04	89.8						
28	28	NBD Bancorp., Inc., Detroit		16,132	14,232	11,757	10,087	21	233	1,146.7	1,331.4	7.11	56.1						
29	26	Bank of New York Co., Inc.		15,531	15,157	10,655	10,528	2	146	1,099.7	1,099.7	7.08	64.0						
30	58	Bank of New England Corp., Boston		14,178	13,180	10,860	5,437	9	255	914.5	986.4	6.45	54.1						
31	29	Bennett Banks of Florida, Inc., Jacksonville		13,190	12,301	11,680	10,966	30	345	978.2	1,052.8	7.42	60.1						
32	30	Republic New York Corp.		12,741	12,382	8,357	8,237	1	30	934.3	958.7	7.34	59.3						
33	31	National City Corp., Cleveland		11,804	12,373	9,082	8,238	11	911	871.1	956.5	7.38	49.3						
34	32	First Fidelity Bancorporation, Newark, N.J. (f)		10,889	10,680	8,145	8,712	5	238	782.3	824.7	7.12	44.7						
35	33	Southeast Banking Corp., Miami		10,204	9,869	7,695	7,441	5	165	686.5	779.9	6.53	26.9						
36	36	Allied Bancshares, Inc., Houston		9,957	9,630	7,975	7,396	51	0	703.4	703.4	7.06	61.9						
37	35	Comerica, Inc., Detroit		9,792	9,631	8,048	7,821	18	399	629.0	685.4	6.53	31.1						
38	38	Banc One Corp., Columbus, Ohio		9,612	9,106	7,650	7,407	22	329	811.2	929.0	8.44	60.4						
39	53	Midlantic Banks, Inc., Edison, N.J. (h)		9,422	7,177	7,570	7,755	2	35	649.4	849.2	6.82	39.3						
40	34	CoreStates Financial Corp., Philadelphia		9,388	9,848	6,433	7,070	3	11	861.0	1,063.0	9.16	131.7(i)						
41	40	Valley National Corp., Phoenix, Ariz.		9,324	8,777	7,554	7,388	1	219	576.7	676.7	6.19	37.1						
42	41	Natwest Holdings Inc., New York		9,322	8,777	6,994	7,019	1	182	710.9	615.3	7.63	19.8						
43	42	Wachovia Corp., Winston-Salem, N.C.		8,932	8,717	6,323	6,381	1	207	683.2	793.3	7.65	59.7						
44	44	Sovran Financial Corp., Norfolk, Va.		8,660	8,267	6,637	6,238	1	267	663.2	739.4	7.70	43.4						
45	39	Harris Bankcorp, Inc., Chicago		8,637	8,828	6,349	6,248	8	0	623.4	655.0	7.22	29.0						
46	43	Union Bancorp., Los Angeles		8,597	8,369	6,138	5,838	1	47	580.0	848.0	6.75	17.5						
47	45	Citizens & Southern Georgia Corp., Atlanta		8,480	8,030	5,810	5,728	6	276	547.6	689.1	6.46	43.1						
48	46	Norstar Bancorp, Inc., Albany, N.Y.		8,293	8,030	5,668	6,429	1	38	817.2	N.A.	9.85	45.2						
49	50	First Union Corp., Charlotte, N.C.		8,200	7,320	4,668	4,469	1	207	654.9(k)	722.9(k)	7.94	51.5						
50	49	U.S. Bancorp., Portland, Ore.		7,496	7,390	4,344	4,344	5	29	597.0	802.7	7.85	30.1						
51	48	European American Bancorp., New York			7,519	6,100	5,329	1	88	418.4	622.2	5.51	3.7						
52	47	Rainier Bancorporation, Seattle			7,762	6,500	5,721	2	33	539.1	539.1	7.11	31.6						
53	51	Maryland National Corp., Baltimore			7,286	6,542	5,274	2	78	509.0	635.7	6.94	33.6						
54	56	Ameritrust Corp., Cleveland			6,845	6,280	4,980	1	13	753.2	753.2	10.55	35.9						
55	54	First Atlanta Corp.			7,003	6,280	5,274	3	18	538.3	605.9	7.58	42.1						
56	57	Michigan National Corp., Bloomfield Hills			6,769	6,100	5,329	23	26	443.9	473.6	6.38	14.1						
57	52	Northern Trust Corp., Chicago			7,225	6,794	5,304	9	26	435.2	535.2	6.28	12.6						
58	59	Shawmut Corp., Boston			6,509	6,234	4,344	12	172	471.3	584.2	7.02	26.1						
59	61	Hartford National Corp., Conn.			6,575	6,873	4,858	1	154	467.0	539.7	7.10	30.7						
60	66	United Virginia Bankshares, Inc., Richmond			6,558	6,837	4,374	1	192	497.0	550.0	7.58	33.3						
61	60	Manufacturers National Corp., Detroit			6,364	6,216	5,155	9	132	391.8	420.0	6.16	23.6						
62	64	Fidelcor, Inc., Philadelphia			6,199	5,975	4,849	1	98	388.0	477.4	6.26	21.0(j)						

Top 50 Bank Holding Companies in Primary Capital

As of June 30, 1985, Compared with December 31, 1984

(In Millions of Dollars)

Primary Capital Rank 6/30/85	Primary Capital Rank 12/31/84	Name of Banking Firm, City	Primary Capital		Ratio: Primary Capital to Total Assets (%)		Total Capital Funds		Total Assets 6/30/85	Total Assets 12/31/84	Asset Rank 6/30/85
			6/30/85	12/31/84	1985(a)	1984(b)	6/30/85	12/31/84	6/30/85	12/31/84	
1	1	Citicorp, New York	9,733.0	8,872.0	6.10	6.03	13,165.0	11,708.0	159,580	150,586	1
2	2	BankAmerica Corp., San Francisco	7,475.0	6,930.0	6.20	5.33	8,888	N.A.	120,553	117,680	2
3	3	Chase Manhattan Corp., New York	5,783.0	5,580.0	6.70	5.95	7,629	6,947.0	86,329	86,883	3
4	4	J.P. Morgan & Co., Inc., New York	4,918.0	4,542.0	7.70	7.08	5,570.0(e)	N.A.	63,831	64,126	5
5	5	Manufacturers Hanover Corp., New York	4,648.1	4,369.2	6.12	5.58	7,639.6	6,738.4	75,948	75,714	4
6	6	Chemical New York Corp.	3,764.0	3,298.9(c)	6.57	6.32†	4,504.4	3,960.0(e)	57,327	52,236	6
7	9	Security Pacific Corp., Los Angeles	3,089.0	2,727.0	6.45	6.24†	3,444.0	2,954.0	47,874	46,117	7
8	7	Bankers Trust New York Corp.	3,053.0	2,838.8	6.95	6.00	3,596.0	3,003.4	43,927	45,208	9
9	8	First Interstate Bancorp., Los Angeles	2,905.0	2,814.9	6.21	6.24	3,900.0	3,801.5	46,784	45,544	8
10	10	First Chicago Corp.	2,520.0	2,441.0	6.31	6.01	N.A.	2,441.0	39,922	39,846	10
11	11	Continental Illinois Corp., Chicago	2,212.0	2,104.0	7.58	5.45	2,896.0	2,508.0	29,178	30,413	13
12	12	Mellon Bank Corp., Pittsburgh	2,151.0	2,053.0	7.05	6.71	2,585.8	2,318.6	30,529	30,603	11
13	13	Wells Fargo & Co., San Francisco	2,022.0	1,892.0	6.92	6.36	3,665.1	2,955.0	29,212	28,184	12
14	15	Bank of Boston Corp.	1,678.8	1,517.8	6.91	6.42	2,004.8	1,650.8	24,286	22,079	15
15	14	Marine Midland Banks, Inc., Buffalo, N.Y.	1,601.5	1,546.2	7.14	5.96	1,968.9	1,897.0	22,419	22,056	16
16	22	First Bank System, Inc., Minneapolis	1,530.2	1,291.6	6.27	6.01	1,798.1	1,587.2	24,421	22,438	14
17	18	Norwest Corp., Minneapolis	1,477.0	1,395.8	7.51	6.54	2,294.0	1,460.8	19,661	21,346	22
18	17	InterFirst Corp., Dallas	1,449.0	1,398.0	6.63	6.49	1,776.0	1,732.0	21,846	21,617	20
19	16	Crocker National Corp., San Francisco	1,436.1	1,431.9	6.50	6.33†	1,588.3	1,588.6	22,161	22,322	17
20	20	Texas Commerce Bancshares, Inc., Houston	1,391.0	1,319.0	7.10	6.56	1,571.0	1,449.0	19,579	20,732	23
21	19	RepublicBank Corp., Dallas	1,385.8	1,326.7	6.26	6.08	1,827.8	1,618.1	22,130	21,595	18
22	24	Irving Bank Corp., New York	1,329.7	1,124.1	6.02	5.30	1,696.4	1,430.6	22,105	18,982	19
23	25	PNC Financial Corp., Pittsburgh	1,312.4	1,037.3	7.86	7.38	N.A.	1,138.4	16,701	14,870	25
24	..	SunTrust Banks, Inc., Atlanta	1,309.6	..	8.04	..	1,378.7	..	16,292	..	27
25	23	MCorp., Dallas	1,305.0	1,256.3	6.21	6.35	1,584.0	1,303.6	21,017	20,697	21
26	21	First City Bancorporation of Texas, Inc., Houston	1,284.9	1,295.4	7.71	7.55	1,432.7	1,467.9	16,671	17,319	26
27	28	NBD Bancorp., Inc., Detroit	1,146.7	949.7	7.11	8.84	1,331.4	1,050.8	16,132	14,232	28
28	26	Bank of New York Co., Inc.	1,099.7	965.5	7.08	6.78	1,099.7	1,150.9	15,531	15,157	29
29	27	NCNB Corp., Charlotte, N.C.	1,072.1	965.1	6.34	5.96	1,294.5	1,171.4	16,900	15,679	24
30	29	Barnett Banks of Florida, Inc., Jacksonville	979.2	917.6	7.42	7.28	1,052.8	992.1	13,190	12,501	31
31	30	Republic New York Corp.	934.7	887.0	7.34	6.77	958.7	1,018.8	12,741	12,382	32
32	56	Bank of New England Corp., Boston	914.5	440.1	6.45	5.54	986.4	495.5	14,178	6,755	30
33	31	National City Corp., Cleveland	871.0	847.0	7.38	7.25	956.5	933.7	11,804	12,373	33
34	33	CoreStates Financial Corp., Philadelphia	861.0	724.7	9.16	7.57	1,063.0	918.4	9,396	9,848	40
35	35	Norstar Bancorp., Inc., Albany, N.Y.	817.2	686.3	9.85	8.80	N.A.	688.8	8,298	7,909	48
36	32	Banc One Corp., Columbus, Ohio	811.2	742.4	8.44	8.46	N.A.	N.A.	9,612	9,106	38
37	34	Ameritrust Corp., Cleveland	753.2	724.5	10.55	11.76	753.2	724.5	7,139	6,845	54
38	36	First Fidelity Bancorp., Newark, N.J.	752.5	669.4	7.12	6.39	824.7	669.4	10,569	10,680	34
39	42	Natwest Holdings Inc., New York (f)	710.9	582.1	7.63	7.20	814.6	584.2	9,322	8,727	42
40	37	Allied Bancshares, Inc., Houston	703.4	653.2	7.06	6.73	703.4	653.2	9,957	9,630	36
41	39	Wachovia Corp., Winston-Salem, N.C.	683.2	633.5	7.65	7.44	793.3	745.0	8,932	8,717	43
42	38	Southeast Banking Corp., Miami, Fla.	666.5	646.8	6.53	6.51	779.9	796.6	10,204	9,869	35
43	46	Sovran Financial Corp., Norfolk, Va.	663.2	561.5	7.70	7.20	739.4	588.3	8,660	8,287	44
44	41	First Union Corp., Charlotte, N.C.	654.9(g)	607.5	7.94	7.90	722.9(g)	673.4	8,250	7,320	49
45	54	Midlantic Banks, Inc., Edison, N.J.	649.4	463.4	6.82	6.48	849.2	580.7	9,522	7,177	39
46	47	Comerica, Inc., Detroit	639.0	543.5	6.53	5.77	685.4	564.7	9,792	9,631	37
47	45	Harris Bankcorp., Inc., Chicago	623.4	562.5	7.22	5.20	655.0	562.5	8,637	8,828	45
48	..	Boatmen's Bancshares, Inc., St. Louis, Mo.	603.0	265.9	9.84	8.11	603.0	265.9	6,127	3,482	64
49	43	U.S. Bancorp., Portland, Ore.	597.0	571.9	7.85	7.98	802.7	733.6	7,603	7,496	50
50	44	Union Bancorp., Los Angeles	580.0	566.1	6.75	7.29	848.0	721.1	8,597	8,369	46
TOTALS FOR THE TOP 50 FIRMS ††			91,551.0	83,601.9	6.79	6.41(†)	107,701.3	86,178.2	1,348,376	1,304,429	

Data were reported in response to an American Banker questionnaire, which asked the banking companies to report primary and total capital as defined by Federal regulators and calculated by the company. Primary capital is the sum of common stock; perpetual preferred stock; surplus; undivided profits; contingency and other capital reserves; "mandatory convertible instruments"; allowance for possible loan and lease losses; and minority interest in equity accounts of consolidated subsidiaries. Total capital is primary capital plus secondary capital. Secondary capital is limited-life preferred stock plus unsecured long-term debt with an original weighted average maturity of at least seven years. Primary Capital ratio: (a) — For midyear 1985, the ratio is calculated by dividing primary capital on June 30 by total assets on June 30, expressed as a percentage. (b) — For 1984, the ratio is average primary capital for 1984 divided by average total assets for 1984 expressed as a percentage. Note: The American Banker ratio for June 30, 1985, is not calculated in the same manner as the Federal Reserve Board ratio. The American Banker does not add back the allowance for possible loan and lease losses back to total assets, as the Fed does. Therefore, for each bank, the American Banker ratio will be from 5-to-10 basis points higher than the Fed ratio, depending on the size of the bank's allowance for possible loan and lease losses. † — Average data were not available. Ratio was based on yearend primary capital and yearend assets. †† — The 1984 totals are for the top 50 firms in primary capital on Dec. 31, 1984. (c) — Calculated from company's published data. (e) — Estimated from company's published data. (f) — The 1984 data are for National Westminster Bank USA, the bank subsidiary of Natwest Holdings Inc. (g) — These are average balances for the period ending June 30. N.A. — Not available.

The 10 Largest Primary Capital-to-Assets Ratios for 6/30/85 Among the Top 100 Firms in Assets

(Dollar Amounts in Millions)	Primary Capital 6/30/85	Total Assets 6/30/85	C-A Ratio (%) 6/30/85	Asset Rank
1 Ameritrust Corp., Cleveland	753.2	7,139	10.55	54
2 Norstar Bancorp., Inc., Albany, N.Y.	817.2	8,298	9.85	48
3 Boatmen's Bancshares, Inc., St. Louis	603.0	6,127	9.84	64
4 Fleet Financial Group, Inc., Providence, R.I.	569.9	5,986	9.52	66
5 CoreStates Financial Corp., Philadelphia	861.0	9,396	9.16	40
6 Meridian Bancorp., Inc., Reading, Pa.	520.1	5,688	9.14	70
7 Banc One Corp., Columbus, Ohio	811.2	9,612	8.44	38
8 Florida National Banks of Florida, Inc., Jacksonville	448.3	5,367	8.35	74
9 SunTrust Banks, Inc., Atlanta	1,309.6	16,292	8.04	27
10 Landmark Banking Corp., Fort Lauderdale, Fla.	306.6	3,844	7.98	97

The 10 Smallest Primary Capital-to-Assets Ratios for 6/30/85 Among the Top 100 Firms in Assets

(Dollar Amounts in Millions)	Primary Capital 6/30/85	Total Assets 6/30/85	C-A Ratio (%) 6/30/85	Asset Rank
European American Bancorp., New York	418.4	7,589	5.51	51
2 BayBanks, Inc., Boston	326.7	5,560	5.88	71
3 Riggs National Corp., Washington, D.C.	298.2	4,969	6.00	77
4 Irving Bank Corp., New York	1,329.7	22,105	6.02	19
5 First Tennessee National Corp., Memphis	292.4	4,811	6.08	80
6 First of America Bank Corp., Kalamazoo, Mich.	267.8	4,404	6.08	84
7 Citicorp, New York	9,733.0	159,580	6.10	1
8 Manufacturers Hanover Corp., New York	4,648.1	75,948	6.12	4
9 Manufacturers National Corp., Detroit	391.8	6,364	6.16	61
10 Valley National Corp., Phoenix	576.7	9,324	6.19	41